

PROFESSIONAL PERSONNEL
JOB EVALUATION STANDARDS

PERSONNEL TRAINEE, PERSONNEL SPECIALIST I-III,
PERSONNEL OFFICER I-III, PERSONNEL ADMINISTRATOR I-IV,
DIRECTOR, PERSONNEL SVC

VOLUME I – SUMMARY

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Appendix – Explanation of Statistical Symbolology

Some minor revisions have been made since the job evaluation standards were established in 1980. Basically, the changes reflect current terminology and current policy, procedures and practices in the field of personnel management. The changes are indicated in the Italic font format.

A. **SERIES DEFINITION**

Professional Personnel Management

{Personnel Trainee (0687), Personnel Specialist I (0686), Personnel Specialist II (0685), Personnel Specialist III (0684), Personnel Officer I (2245), Personnel Officer II (2939), Personnel Officer III (2504), Personnel Administrator I (2366), Personnel Administrator II (0392), Personnel Administrator III (3449), Personnel Administrator IV (3450)}

This series covers all classes of positions the duties and responsibilities of which are to provide professional personnel management services (e.g. employment/recruitment, counseling, classification, etc.) for agencies, departments and institutions of State government and employees thereof, in conformance with established laws, rules, regulations and policies, and with generally accepted public personnel management theory and practices.

Professional personnel workers perform a variety of duties and tasks, at varying levels of responsibility, effort and skill, some of which may be highly specialized, others of which may be general in nature. The standards contained herein cover *four* major functional divisions of work within the professional personnel series, specific definitions of which are included in the individual standards. The *four* work areas are personnel generalist, employment/recruitment services, classification/compensation and *employer-employee relations*.

B. **PROFESSIONAL DEFINED**

Professional personnel work is characterized by the application of personnel administrative skills and knowledge, acquired through experience or education or a combination thereof, to a variety of problems, issues and projects involving **analysis, evaluation, judgment, creativity** and **consultation**. Positions performing personnel work at the professional level are often engaged in activities that require **innovative** thinking in **developing** policies, procedures,

processes and even entire systems, and in **deciding** questions and issues and between alternatives. Guidelines or directives may be non-existent or vague. The fundamental difference between professional personnel jobs and nonprofessional personnel jobs is the requirement for and application of **theoretical knowledge** in the public personnel management domain.

Professional level activities generally involve the exercise of high level skills in the synthesis, coordination and interpretation of personnel data; in instructing or advising other professional workers (both within and outside of the personnel area); in advocating to other professionals or managers recommendations of specific courses of action to be taken, both through persuasion and negotiation; and in deciding or selecting the most efficacious and technically sound alternative from a number of feasible possibilities.

C. EXCLUSIONS

Excluded from the application of these standards are positions which:

1. Are not engaged in professional personnel work as defined above; such as clerks, secretaries and paraprofessionals assigned to personnel offices;
2. May be performing professional activities closely related to the personnel area but for which separate standards exist (e.g. test construction/validation, training, etc.);
3. Are not engaged in professional personnel work at least a minimum of 20 percent of the working time. In most of the standards, an additional minimum requirement of 50 percent is required. In cases where professional personnel responsibilities consume over 20 percent but less than 50 percent of the employee's efforts, the job evaluation standards will apply, but the class series will not.

D. APPLICATION

Specific application instructions are included in the individual standards contained herein. However, certain general instructions apply to the evaluation of jobs in this series prior to selecting the specific evaluation standard and, ultimately, grade level.

- STEP 1. The first step in applying any one of the professional personnel management standards is a determination of the exact job composition. A thorough job analysis should be conducted. Particular attention should be given to the levels of **responsibility, effort, skill** and **working conditions** attendant to the position, TASKS ALONE ARE NOT SUFFICIENT for evaluation purposes.
- STEP 2. The second step in the evaluation process, once a determination has been made that the position is performing personnel work, is the application of the “professional” test—determining that the position fits the definition in Part B of this summary.
- STEP 3. The next step in the evaluation process is determining which of the *four* standards **most closely** fits the position. For this purpose, the PRELIMINARY EVALUATION section of each standard is helpful. Caution should be exercised here since the nature of personnel work is such that more than one standard may appear to be applicable. Application of the 50 percent rule will be the final determining factor in most cases; in others, reasonable judgment must be applied.
- STEP 4. The final step in the process is determining the level of work within the standard or functional area. This step is accomplished by applying the FACTORS, SUBFACTORS, and DEGREE DEFINITIONS to the position, determining which level or degree applies, and assessing points based on the guidelines contained in the standards. The composite total of points is then applied to the point total/salary grade conversion chart appended at the end of each standard.

E. RESOLVING DIFFICULTIES

1. **Technical Guidance** – In cases where interpretation is required or application becomes difficult, queries should be addressed to the Department of *Budget and Management, Office of Personnel Services and Benefits*, Division of Salary Administration and Position Classification (DSAPC).
2. **Benchmark Positions** – DSAPC maintains records of positions classified under these standards. Benchmark positions will be selected and maintained for reference. DSAPC reserves the right to select benchmark positions and to modify, add or delete benchmarks and standards. Point total/salary grade conversion tables are the complete responsibility of DSAPC; all changes thereto must be approved by DSAPC.

Agency personnel offices having responsibility for the utilization of these standards should also maintain a file of benchmark positions within the agency, to facilitate the consistent application of the standards.

F. POLICY APPLICATIONS

These standards, and the attendant instructions (parts A-F of this summary) apply to all professional personnel positions. However, actual standards application (i.e. point-factor analysis) may only be required for *full performance level and above* positions. Some exceptions are noted below.

Non-Competitive Promotional Classes - COMAR, Title 17, 04.02

Non-competitive promotions are promotions by which employees advance from trainee to full performance levels in a classification series without changing the position identification number (PIN).

The first four levels of the professional personnel series {Personnel Specialist Trainee (0687) – Salary Grade 9, Personnel Specialist I (0686) – Salary Grade 11, Personnel Specialist II (0685) – Salary grade 12, and Personnel Specialist III (0684) – Salary Grade 13} are *non-competitive promotional classes*

Employees promoted using this process must meet (1) the minimum qualifications and (2) the criteria listed in the Nature of Work section of the class specification.

Delegated Classification Authority – State Personnel and Pensions Article, 4-203

Agencies have been delegated the authority to make classification determinations involving the first *eight* levels of the professional personnel series, *Personnel Specialist Trainee – Personnel Administrator I* without further review by DSAPC.

EXTREME CAUTION should be exercised in allocating these classes to positions. Care should be taken to apply the tests previously described to insure that positions so classified are, in fact, performing PROFESSIONAL personnel work. All positions under the aegis of the *Secretary of Budget and Management* are subject to post-audit review by DSAPC.

Requests to reclassify positions to classes not under delegated authority should be forwarded to DSAPC and must be accompanied by the agency's evaluation.

G. STANDARDS

The standards contained herein were developed as a result of a standards review entitled **Job Evaluation Standards, Personnel Specialist Trainee, Personnel Specialist I-III, Personnel Officer I-III, Personnel Administrator I-IV**, dated April 22, 1980.

Page numbers on the standards refer to the sections of the final report, **Volume II – Documentation**, in which the standards are contained. Persons wishing to examine Volume II may do so by requesting an appointment with a representative of DSAPC. The size of Volume II precludes reproduction for the purpose of mass circulation.